



On June 19, 2002 your County government held a landmark countywide community event at the James L. Knight Center culminating over nine months of outreach with our community to understand what our public believes is important to the future of our County. Hundreds of community members, elected officials and County administrators worked together to refine preliminary goals developed from prior community outreach sessions and recommend the actions to take to achieve these goals.

In six strategic area breakout sessions covering all the services provided by Miami-Dade County, 43 preliminary goals and hundreds of supporting action items recommended by our community were reviewed, refined and prioritized. The following types of action items were identified by the participants as preliminary priorities.

Economic Development:

- Promote growth in targeted industries: aviation, biomedicine, culture, education, film, entertainment, financial services, international commerce and tourism
- Coordinate County efforts to ensure consistency and effective planning
- Increase education and training efforts with a focus on skill based training, growth industries, information technology and public sector employment
- Improve infrastructure in low income areas to attract businesses into those areas

Health and Human Services:

- Provide integrated, neighborhood based, comprehensive, family focused, outcome driven and coordinated service delivery with dignity and respect for those who are being served
- Designate health and human services an essential service for the County (dedicated funding source)
- Provide affordable childcare and youth activities with flexible hours and quality, adequately paid staff

Public Safety:

- Create education programs for youth in custody on self awareness, self value, and self worth
- Create and consolidate information systems to the community to disseminate information
- Provide new facilities (police, fire, corrections etc.) infrastructure and human resources

Neighborhood and Unincorporated Area Municipal Services:

- Promote urban infill development and decrease urban sprawl
- Increase participation of local community and government organizations in planning, project development and assessment functions
- Provide proactive code education rather than reactive code enforcement and ensure that blighted and unsafe structures are handled expeditiously
- Increase and expand the maintenance of roads, pavement and drainage
- Identify funding to provide infrastructure in infill area

Recreation and Culture:

- Provide access to cultural and recreational programs, services and facilities throughout communities by improving public transportation

- Develop additional cultural and recreational facilities throughout the County
- Provide for increased funding
- Promote audience development through arts and services educational programs
- Increase communication and community awareness through several mediums including developing a joint marketing plan

Transportation:

- Improve frequency and dependability of the transportation system
- Develop funding strategies for transportation solutions
- Address issues related to urban design
  - Encourage smart growth
  - Reduce dependency on automobiles
- Build mass transit on major corridors:
  - N/S Corridor (27th Avenue to County Line)
  - E/W Corridor
  - Cutler Ridge to Homestead
- Integrate the movement of cargo and baggage with the movement of people between the Airport and Seaport

After the event, County staff will use the recommendations to lay out specific strategies to be undertaken over the next five years to accomplish the goals. They will also develop measurable objectives so that we can track how we are doing. County staff will work jointly with the community planning team members in this process.

As County Departments undertake development of their business plans and budgets for Fiscal Year 2003-2004, they will be aligned with our Strategic plan, truly reflecting "The People's Vision: The County's Mission".

Don't forget to check our website at [www.miamidade.gov](http://www.miamidade.gov) for further updates on important upcoming community strategic planning meetings to be held in locations throughout Miami-Dade County. You can also call our hotline at (305) 375-1111 for additional information on the County's strategic planning process.



Contact the Strategic Planning Project Team

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MIAMI-DADE COUNTY

Statements Approved by Board of County Commissioners

On May 21, 2002 Miami-Dade's Board of County Commissioners unanimously endorsed a set of strategic planning statements representing the first milestone in this historic initiative. These statements were developed through an extensive outreach and consensus-building process. The statements reflect the community's beliefs for the role and responsibility of County government, the values for guiding decision-making and the broad priorities for our County government. In so doing, the Board provided the foundation necessary to develop the first-ever community oriented blueprint to be utilized by County administrators.

As part of the outreach efforts, Commissioner interviews and Commission District focus groups continued. Additional community outreach specific to six comprehensive areas of service delivered by the County culminated in a community event, held on June 19, 2002. At the event participants recommended specific actions to improve County services. These recommendations will result in specific strategies to be undertaken over the next five years.



"In order for the strategic plan to effect the desired change, it will be necessary to make a serious, concerted effort to ensure its implementation. It is our hope that the plan will lead to enhanced an inclusiveness accountability, as well as responsive, friendly, and honest behavior on the part of County government."

**Commissioner Betty T. Ferguson, District 1**



"A strategic plan is vital if we are to properly focus our County resources to address our community's top priorities, such as economic development and economic opportunity for all Miami-Dade County residents. Small business development, wealth creation and job opportunities for our unemployed and under-employed are vital to the long term health of our region."

**Commissioner Dorrin D. Rolle, District 2**



"The strategic planning process provides a unique opportunity for Miami-Dade County to partner with the community in developing consensus on the optimization of scarce resources to address quality of life needs. It has been proven that when people are involved in the planning, they have a stake in the program's success."

**Commissioner Barbara Carey-Shuler, District 3**



"Many issues that are pointed out as a result of this strategic planning process will take time to resolve and we need to be as thorough as possible to ensure that all areas of County government are covered."

**Commissioner Javier D. Souto, District 10**



"If we are going to make Miami-Dade County a better place to live, we have to accomplish some major changes in transportation, industry diversification, and accessibility to public health as well as have citizens more involved. However, the key to all of our needs will rely on solving our transportation problem."

**Commissioner Joe A. Martinez, District 11**



"The primary objectives of the Strategic Planning Process are to continue to make Miami-Dade County a forward-looking and cosmopolitan community, a productive business environment, and a premier tourist destination. To accomplish this we must work together, be open to new ideas, and examine and solve problems that will benefit all the people in Miami-Dade County. We must examine our priorities, improve our infrastructure, modernize our airport and seaport, educate our children, and bring cultural opportunities to our residents."

**Commissioner Jose "Pepé" Cancio, Sr., District 12**

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Miami-Dade's Strategic Plan  
PEOPLE'S VISION: COUNTY'S MISSION





FROM THE MAYOR

Last year, Miami-Dade County began an exciting strategic planning initiative for the first time in our County's history.

We are working hand-in-hand with the community and our elected officials throughout this challenging initiative, and I am pleased to report that significant progress has been made over the last several months.

In this issue of the newsletter, our Mission, Guiding Principles and priority Strategic Themes are presented. These statements will help direct our County's future and provide us with guidelines as to how we should conduct our business of serving the community.

In the second phase of the strategic planning process, we are focusing on six comprehensive strategic areas of service delivery: Economic Development; Health and Human Services; Neighborhood and the Unincorporated Area Municipal Services; Public Safety; Recreation and Culture; and Transportation.

Teams comprised of community members and County staff dedicated to each strategic area are guiding the development of strategic area Master Plans. These teams oversee the process for their strategic area, help draft a mission statement specific to their strategic area and consistent with the broader County mission statement, and develop goals, strategies and key objectives based on community input.

Critical to the process will be the existing plans and initiatives within the County. Much work has already been accomplished in some of the strategic areas. For example, in the Economic Development and Transportation strategic areas, the Economic Summit held in January of this year as well as the draft Comprehensive Development Master Plan Economic Element, the Regional Transportation Summit, and Transportation Initiative outreach and People's Plan provide significant input to the process.

These plans were supplemented by extensive community outreach including a large-scale community event at the University of Miami Conference Center/James L. Knight Center in downtown Miami. At the close of the event, I challenged our County government to deliver results as the plan is refined and implementation begins in October 2003.

Sincerely,



Alex Penelas  
Mayor



Strategic Planning Initiative moves forward, defining Mission, Guiding Principles and Strategic Themes

As our County's exciting and historic Strategic Planning Initiative unfolds, we are pleased to present the statements for the Mission, Guiding Principles and Strategic Themes. These were endorsed by the Board of County Commissioners on May 21, 2002.

Development of these statements was accomplished through a well-coordinated effort to ensure feedback from all facets of the community. Input was provided through community workshops, focus groups, interviews with your County commissioners and surveys conducted through our website or through survey forms, and the community based organization One Community One Vision.

"This is a very exciting time all of us," said County Manager, Steve Shiver. "These statements will be integrated into our daily work environment and guide every facet of our work at all levels of County Government."

MISSION

Our Mission statement clarifies our purpose in the community and succinctly communicates our role towards achieving that future.

**"Delivering excellent public services that address our community's needs and enhance our quality of life."**

GUIDING PRINCIPLES

Our Guiding Principles reflect common values embraced by the community that will be used to guide decision-making at all levels of County government. They are powerful instruments to enhance the culture of our County organization.

- Customer-focused and Customer-driven
- Honest, Ethical and Fair to All
- Accountable and Responsive to the Public
- Diverse and Sensitive
- Efficient and Effective
- Committed to Development of Leadership in Public Service
- Innovative
- Valuing and Respectful of Each Other
- Action-oriented

STRATEGIC THEMES

Our Strategic Themes reflect the general priorities of the community and will be used to guide the development of goals in each of six Strategic Areas of service delivery.

(The themes stated below are not in priority order).

- Ensure Miami-Dade County operates in a fiscally responsible and stable manner.
- Improve quality of life for all County residents.

- Protect the safety and quality of Miami-Dade County's neighborhoods.
- Continuously improve the performance and capabilities of county operations by maximizing technology, fostering innovation, and increasing access to and information regarding services.
- Promote responsible and comprehensive policy development through effective planning for land use, transportation, and growth management.
- Promote a healthy economy through business development, further economic diversification based on key industries, and by addressing economic disparities in our community.
- Develop and maintain an effective transportation system.
- Protect and preserve our unique environment.
- Promote cooperation and coordination among all government services.

"We hope that these statements provide the beginning of a new focus for Miami-Dade County government," continued County Manager Steve Shiver. "We want every one of our employees to fully embrace and work by these statements on a daily basis."

The statements will be used as a guide to formulate Master Plans in six service delivery areas referred to in this issue of the People's Vision newsletter. The additional Committees of the Board of County Commissioners that relate to these service delivery areas will review their respective Master Plans. County agencies will be expected to develop their yearly requisite business plans with the Strategic Area Master Plans in mind.

Ultimately this initiative will formulate the county's 5-year Strategic Plan and is expected to be fully implemented in the budget year beginning October 1, 2003.

Community Planning Teams established for six Strategic Areas

In addition to the presentation of the Mission, Guiding Principles and Strategic Themes, we have more exciting developments to share with you! To further develop common goals and a service delivery plan for each of these areas, Strategic Area Community Planning Teams have been established. Made up of leaders in our community, these Teams have been working with County staff to ensure that a great deal of community input is obtained and translated into goals, strategies and key objectives within each of their strategic areas. Such goals and objectives will formulate the Strategic Area Master Plans that will serve as a guide for County departments to construct annual business plans and ultimately run their departments.

A listing of the members of each of six Strategic Area CPTs is available through our Strategic Planning website which can be accessed through visiting our website at [www.miamidade.gov](http://www.miamidade.gov) and selecting "Strategic Plan"

These very experienced community members have already begun work drafting the mission statements that have been reviewed at outreach meetings throughout the community. The mission statement for each strategic area helps define the role that each area plays within our County government and relates that role to the County's overall mission statement.

Strategic Area	Draft Mission Statement
Health and Human Services	To improve the quality of life and promote maximum independence through the provision of health care, housing, and social and human services to those in need.
Economic Development	To expand and further diversify Miami-Dade County's economy and employment opportunities, by promoting, coordinating, and implementing economic revitalization activities that reduce socio-economic disparity and improve the quality of life of all residents
Neighborhood and Unincorporated Area Municipal Services	To provide efficient, accountable, accessible, and courteous neighborhood services that enhance quality of life and involve the community.
Public Safety	To provide a safe and secure community through coordinated efficient and effective professional, courteous public safety services.
Recreation and Culture	To develop and promote, and preserve the cultural, recreational, educational, and natural experiences and opportunities for residents and visitors of this and future generations.
Transportation	To provide a seamless, efficient, intermodal transportation system that enhances mobility throughout our neighborhoods and region, and expedites domestic and international commerce.

Alex Penelas  
Mayor

MIAMI-DADE

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Miami-Dade County provides equal access and equal opportunity in employment and services and does not discriminate on the basis of disability. "It is the policy of Miami-Dade County to comply with all of the requirements of the Americans with Disabilities Act."